

GREATER LINCOLN WORKFORCE INVESTMENT PLAN

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A. EXECUTIVE SUMMARY

1. Introductory Overview

Provide a brief description of the local workforce investment area highlighting labor market trends, area strengths, and opportunities for improvement. Address how the local workforce investment area has already experienced change since the enactment of the Workforce Investment Act of 1998 and the expectations for further transformation anticipated in the next two years.

OVERVIEW

The Lincoln Workforce Investment Area consists of Lancaster and Saunders Counties in Nebraska. The U.S. Census Bureau estimates the 2000 population of these counties at 270,121 (Lancaster is 250,291; Saunders is 19,830). According to the U.S. Census Bureau, population growth rate from 1990 – 2000 was 17.2% for Lancaster County and 8.4% for Saunders County. According to the Nebraska Department of Labor, employment in the Lincoln Metro Labor Market Area is largest in government, followed by trade, education and health services, manufacturing, professional business services and leisure and hospitality services.

The January 2005 unemployment rate was 4.1% for Lancaster County and 5.0% for Saunders County. During 2004, the unemployment rate for Lancaster County ranged from a high of 4.2% in January to 3.2% in December, and for Saunders County the range was 4.0% in January to 2.9% in December. The size of the non-farm labor force for this area is nearly 168,000.

TRENDS

Unemployment rates, which historically have ranged between 2 and 3%, were reported to be 4.1% in January 2005 and were 3.0% or above during all of 2004. Some of the local high paying manufacturing jobs have been lost due to work being moved out of the state and out of the country.

Other trends observed in the Greater Lincoln Area are:

- The demand for workers remains strong in occupations such as health care and transportation.
- There is an increase in the use of the Internet to find employment and to find workers.
- There is a continuing population shift from rural to urban areas.
- Visits to the Lincoln One Stop Career Center have increased from 17,400 in 2002 to over 27,000 during 2004.

STRENGTHS

The Lincoln workforce area is known for its quality of life. The workforce is highly educated and has a strong work ethic. Public and private educational facilities are viewed as excellent. Lincoln is the center of State government and home of the University of Nebraska.

Other strengths of this workforce area are:

- Strong social service systems
- Good health care
- Safe communities
- Low cost utilities
- Active economic development community
- Active Workforce Investment Board

OPPORTUNITIES FOR IMPROVEMENT

The following sectors of the Lincoln workforce system have been identified for improvement:

- Continued marketing to businesses to build further awareness of the workforce system. The results of a survey conducted by the Board and the local Chamber of Commerce in May of 2004 indicated that the main reasons businesses had not used One Stop services were due to a lack of familiarity with the services provided and a lack of awareness of the One Stop Career Center. As a follow-up to this survey, the Board conducted four focus groups with employers from Lancaster and Saunders counties in November, 2004. Recommendations from the focus groups are currently being implemented.
- Additional assessment of job seekers to improve the referral of candidates to employers
- Expanding the use of “E” and on-line learning to increase training options for individuals
- Accessing alternative funding resources to maximize the flexibility of service delivery

CHANGES SINCE IMPLEMENTING THE WORKFORCE INVESTMENT ACT

The following changes have been observed since the implementation of the Workforce Investment Act:

- Co-location has made it easier and more efficient for employers and job seekers to access services and for partners to provide services
- Viewing businesses and job seekers as customers has changed and improved the way workforce services are delivered
- Partners have staff dedicated to working with the business customer
- Workforce services are aligning to support local economic development efforts
- The need for career counseling services has increased due to globalization and technological changes
- Alliances have been developed with private workforce agencies to assist the employer

ANTICIPATED CHANGES

The following changes are anticipated to occur during the next two years:

- Re-authorization of Workforce Investment Act is anticipated sometime during the period of this plan.
- Federal funding for the workforce system will be reduced.
- Globalization will continue to impact the local workforce.
- The demand for health care workers will continue for the foreseeable future.

2. Analysis of Local Economic and Labor Market

The Workforce Investment Act requires that local plans identify an assessment or evaluation of local economic and labor market needs. Each plan shall include the following:

- a. Identify the Workforce Investment needs of business and industry, job seekers, and workers in the local area and how these needs were determined. If appropriate, this can be regionalized to reflect area uniqueness. A special emphasis in this planning period has been placed on “identifying the workforce needs in high-growth, high-demand and economically critical industries.”*

The information in this narrative is taken from the 2004 Business Retention and Expansion Survey (BRE) for Lincoln-Lancaster County and from the Greater Lincoln One Stop’s Customer Service Survey responses. The City of Lincoln’s economic development team conducted the BRE survey. The executive summary of the survey is attached.

Local Business Needs / Employee Training

- General employee development (listening, communication, customer focus, etc.)
- Customer Service skill
- Computer Skills (general, introductory, advanced, word processing, database management)
- Basic Skills

Business Assistance

- Marketing, planning and implementation
- Computer and telecommunications networking
- Forming alliances

Business Challenges

- Market competition and increasing/maintaining customer base
- Health of economy
- Managing growth
- Labor availability/quality/retention
- Globalization
- Technology and automation
- Competing with low cost labor
- E-Commerce

Job Seeker Needs (Based on customer survey responses)

- Someone to understand his or her needs and situation
- Access to quality jobs
- Assistance with resumes and applications
- Explanation of the service options available
- Information on training opportunities
- Services that are easy to understand and access

Local Labor Market Strengths

- Worker productivity
- Quality public services
- Quality of life
- Planned expansions and capital investments by existing businesses

Local Labor Market Weaknesses

- Loss of high paying manufacturing jobs
- Lack of enough skilled workers in certain occupations
- Lack of job growth in the short term
- A feeling of underemployment among many in the labor force

Greater Lincoln Local Area	
MOST EMPLOYED / PROJECTED 2012	
INDUSTRY TITLE	PROJECTED EMPLOYMENT
Educational Services	21,333
Food Services and Drinking Places	13,150
Religious, Grantmaking, Civic, Professional, and Similar Organizations	10,820
Professional, Scientific, and Technical Services	10,093
Ambulatory Health Care Services	7,589
Administrative and Support Services	7,490
Hospitals	7,365
Specialty Trade Contractors	6,092
Insurance Carriers and Related Activities	5,943
Nursing and Residential Care Facilities	5,550

Source: Nebraska Workforce Development – Office of Workforce Security, Labor Market Information Industry Projections 2002 – 2012.

For the purposes of the local area plan the economically critical industries, listed below, are defined by the proportion of employment by industry. In this region the proportion of employment in these industries is higher than it is for the state as a whole.

Greater Lincoln Local Area
CRITICAL INDUSTRIES
Ambulatory Health Care Services
Chemical Manufacturing
Computer and Electronic Product Mfg
Electrical Equipment and Appliances
Food Services and Drinking Places
Insurance Carriers & Related Activities
Membership Organizations & Associations
Plastics & Rubber Products Manufacturing
Professional and Technical Services
Support Activities for Transportation

Source: Nebraska Workforce Development – Office of Workforce Security, location quotient analysis of Employment Statistics program data.

The high demand industries, listed left, are those with the greatest employment in the Greater Lincoln Local Area.

The high growth industries, listed below, are those expected to have the greatest number of new jobs created between 2002 and 2012.

Greater Lincoln Local Area	
GREATEST CHANGE 2002-2012	
INDUSTRY TITLE	EMPLOYMENT CHANGE
Educational Services	3,536
Ambulatory Health Care Services	2,206
Professional, Scientific, and Technical Services	2,193
Religious, Grantmaking, Civic, Professional, and Similar Organizations	1,875
Food Services and Drinking Places	1,804
Nursing and Residential Care Facilities	1,418
Administrative and Support Services	1,057
Specialty Trade Contractors	1,001
Hospitals	838
Truck Transportation	591

Source: Nebraska Workforce Development – Office of Workforce Security, Industry Projections 2002 – 2012.

- b. Identify the current and future projected employment opportunities in the local area. Include the source of your data and time frame for any projections.**

The ten occupations with the best job prospects based on growth rate, total openings and 10-year employment change are shown to the right.

- c. Describe the job skills necessary to obtain the current and projected employment opportunities (identified above).**

Greater Lincoln Local Area		
High Opportunity Occupations		
Occupation Titles	2005 Openings Expected	2006-2012 Total Openings Expected
Cashiers	209	1463
Retail Salespersons	205	1435
Waiters & Waitresses	183	1281
Registered Nurses	142	994
Truck Drivers, Heavy & Tractor-Trailer	142	994
Combined Food Preparation & Serving Workers	140	980
Customer Service Representatives	109	763
Nursing Aides, Orderlies & Attendants	85	595
General & Operations Managers	82	574
Receptionists & Information Clerks	71	497

Source: Nebraska Workforce Development – Office of Workforce Security, Occupation Projections 2002 – 2012.

The top five most important skills to the occupations identified in b are shown below.

Greater Lincoln Local Area					
Skills for High Opportunity Occupations					
Occupation Titles	Top 5 Most Important Skills				
Cashiers	Active Listening	Mathematics	Speaking	Instructing	Social Perceptiveness
Retail Salespersons	Active Listening	Mathematics	Speaking	Social Perceptiveness	Critical Thinking
Waiters & Waitresses	Speaking	Active Listening	Service Orientation	Social Perceptiveness	Coordination
Registered Nurses	Active Listening	Reading Comprehension	Critical Thinking	Instructing	Speaking
Truck Drivers, Heavy & Tractor-Trailer	Operation and Control	Equipment Maintenance	Operation Monitoring	Writing	Reading Comprehension
Combined Food Preparation & Serving Workers	Active Listening	Speaking	Instructing	Mathematics	Social Perceptiveness
Customer Service Representatives	Active Listening	Reading Comprehension	Speaking	Time Management	Monitoring
Nursing Aides, Orderlies & Attendants	Active Listening	Speaking	Instructing	Time Management	Coordination
General & Operations Managers	Active Listening	Management of Personnel Resources	Time Management	Monitoring	Judgment and Decision Making
Receptionists & Information Clerks	Active Listening	Speaking	Reading Comprehension	Writing	Service Orientation

Source: Nebraska Workforce Development – Office of Workforce Security, Occupation Projections 2002-2012 and O*NET database of occupational characteristics.

3. Plan Development

Describe the steps for developing the local plan, including:

- *Time line*
- *Consultation process with the local elected officials, local Workforce Investment Board, the business community, labor organizations, and other partners, and*
- *Actions taken to acquire other input into the plan development process*

In February, 2005, the Nebraska Workforce Development/Department of Labor issued a policy entitled “Local Plan Instructions,” providing a framework for the local plan. These instructions explained what information is required to be submitted, and prescribed the format by sections: executive summary, administrative section, operational section, attachments, and assurances. These instructions also stated:

“Since re-authorization of the Workforce Investment Act is likely, locals shall be authorized to submit only the first two years (July 1, 2005, through June 30, 2007) under these planning instructions.”

The prescribed time line called for the draft local plan to be submitted to the Nebraska Workforce Development/Department of Labor by May 9, 2005, after 30 days of public comment. The final local plan was then to be published and forwarded in triplicate by May 24, 2005.

Members of the Greater Lincoln Workforce Investment Board began discussion of their local plan at committee meetings in late February and early March. On March 9, 2005, the draft plan was discussed by the full Board at its quarterly public meeting. Given the short time frame for development and finalization, the Board voted to authorize its Executive Committee to submit the draft and final plans.

Board members and Youth Council members continued to hold committee meetings in March and April to develop and comment on sections of the proposed plan.

On March 25, 2005, a legal notice was published announcing a Workforce Investment Board Executive Committee meeting on April 5, 2005. Agenda items for this meeting included a public hearing for review of the draft local plan for the period July 1, 2005, through June 30, 2007. Copies of the draft local plan and a summary of the draft plan were available at the meeting.

Meeting minutes are on file which summarize the Executive Committee’s discussion, and document the public hearing process. A motion was passed to authorize staff to continue seeking comment on the plan and to submit the plan to the Nebraska Workforce Development/Department of Labor within the time frames established.

The draft plan and summary were also posted on the City of Lincoln’s Web site on April 7, 2005. The City of Lincoln’s home page also featured a direct link to the documents.

A written summary of the draft plan was also provided to organizations in Lancaster and Saunders counties, including local elected officials, city offices, representatives of business and labor organizations, and other partners, requesting that written comments regarding the plan be submitted. Letters of transmittal have been kept on file.

An Executive Committee meeting was held on May 18, 2005, to review and approve the final plan. This public meeting was at 1:00 p.m. at the Lincoln One Stop Career Center, 1010 N Street, Lincoln, NE. At meeting time, final plan review comments from the Nebraska Workforce Development/Department of Labor were not available. Therefore, the due date for final local plan submission was changed by Labor to June 10, 2005. The Executive Committee passed a motion to direct staff to make the appropriate changes to the plan once final findings were received. Results of this planning process, along with the final review findings, were presented at the Greater Lincoln Workforce Investment Board meeting on June 1, 2005.

No public comments on the plan have been received. An Attachment Section has been reserved for public comments should any be received in the future.

B. ADMINISTRATIVE SECTION

1. Organization

a. Describe the process utilized to secure the Chief Elected Official Agreement

An Inter-local Agreement is in place between the City of Lincoln, the County of Lancaster, and the County of Saunders, for the establishment of the Greater Lincoln local workforce investment area and the system to perform the responsibilities under the Workforce Investment Act. This document was reviewed and approved by the Mayor of Lincoln, the Lincoln City Council, the Lancaster County Board of Commissioners, and the Saunders County Board of Supervisors. This Agreement is included in the Attachments Section.

b. Identify the Chief Elected Official

At time of plan submission, the Chief Elected Official in Greater Lincoln is:

Mayor Coleen J. Seng
555 S. 10th Street, Suite 208
Lincoln, NE 68508
(402) 441-7511
mayor@lincoln.ne.gov

c. Describe the structure and nomination process of the Board; the Agreement between the Board and the Chief Elected Official is a required attachment, along with a list of members

The Greater Lincoln Workforce Investment Board and Chief Elected Official Agreement is an agreement by and between the two entities in regards to the implementation of the Workforce Investment Act in the local area comprised of the City of Lincoln, Lancaster County, and Saunders County. The Agreement is included in the Attachments Section.

As the Chief Elected Official, the Mayor of Lincoln appoints members to the Greater Lincoln Workforce Investment Board in accordance with the Workforce Investment Act. Nominations are sought from numerous sources including business organizations, trade associations, partner programs, economic development entities, educational entities, community based organizations, organized labor groups, and incumbent and outgoing Board members.

The Board member recruitment process also takes into account the current profile of the Board in regard to such factors as geographic representation, industry and business size, minority and women owned enterprises, etc.

The membership of the Greater Lincoln Workforce Investment Board reflects a business majority. Also represented are the mandated categories of program partners, community based organizations, economic development organizations, education, and organized labor. A membership list is included in the Attachments Section.

The officers of the Board are the Chairperson, the Vice-Chairperson, and the Secretary. Standing and special committees are appointed by the Chairperson as the Board from time to time deems necessary, and the Chairperson is an ex-officio member of all committees.

The officers of the Board, the Chairperson of each standing committee, and the Chairperson of the Youth Council constitute the Executive Committee.

d. Describe how business members play a leading role in ensuring the workforce system is demand-driven

Business members of the Board constitute a majority of the membership. All officers of the Board, i.e. Chairperson, Vice-Chairperson, and Secretary, are representatives of business, and the membership on the Executive Committee reflects a business majority. Given this composition, business members occupy leadership positions in the local workforce system.

To ensure that the Greater Lincoln workforce system is demand-driven, Board members and staff use workforce information and economic data to assess where local jobs are, and to educate themselves on the skills and competencies necessary to secure and succeed in such jobs.

Forming strategic partnerships to develop economic solutions is very important to the Board. As an organization, the Board has recently become a member of the Lincoln Partnership for Economic Development (LPED). In order to reflect the composition of the Board, one member representing business and one member representing the program partners have been designated to participate in monthly LPED meetings. Quarterly updates from LPED are now a regular agenda item for Board meetings.

Compiling real time information from communication with business and industry is another Board strategy. In the past year, the Board has partnered with the Lincoln Chamber of Commerce to survey employment and training knowledge and needs in the local area. From the survey data collected, the Board then hosted employer focus groups to better understand how to ensure that the workforce system is demand driven. Business members from the Board played a key role in developing the format and delivery of these focus groups. Conclusions and recommendations from these focus groups are now being implemented in the local system.

e. Identify the circumstance which constitutes a conflict of interest for a Board member

Board members are subject to Chapter 2.54 of the Lincoln Municipal Code, Sections 49-1499 through 49-14,103.03 Nebraska Revised Statute and Section 117 (g) of the Workforce Investment Act regarding Conflicts of Interest.

A Board member must disclose with particularity the nature and extent of any financial interest in or affiliation with any person, business or organization that is seeking anything of value from the Board prior to consideration of the request by the Board.

Board members may not vote on a matter under consideration regarding the provision of services by such member or by an entity that such member represents or that would provide direct financial benefit to such member or the immediate family of such member. However, an interested board member may answer questions of the other members since his/her knowledge may be of assistance.

f. Describe the membership of the Youth Council, and the appointment process. Identify the responsibilities of the Council, and specify if this includes recommending eligible youth service providers and conducting oversight with respect to eligible providers of youth activities.

The membership of the Youth Council includes:

- Members of the Board with special interest or expertise in youth policy
- Representatives of youth service agencies, including juvenile justice and local law enforcement agencies
- Representatives of local public housing assistance
- Parents of eligible youth seeking assistance
- Individuals, including former or current participants, and representatives of organizations, that have experience relating to youth activities
- Representatives of Job Corps
- Other individuals as the Chairperson of the Board deems appropriate

The Youth Council makes nominations for council appointments. These nominations are forwarded to the Board for action. If approved by the Board, these appointments are then forwarded to the Chief Elected Official. Upon approval from the Chief Elected Official, the appointment is finalized.

The responsibilities of the Youth Council include:

- Developing the portions of the local plan relating to eligible youth
- Subject to approval of the Board, recommending eligible providers of youth activities to be awarded contracts on a competitive basis by the Board to carry out the youth activities
- Conducting oversight with respect to the eligible providers of youth activities in the local area through internal monitoring of service providers to ensure services and goals are met; forwarding of results and recommendations to the Board

g. Identify the administrative system and staff to carry out the work of the local board

City of Lincoln staff members from various departments provide the administrative system and support to carry out the work of the Board. Staff from Urban Development, Law, and the Mayor's Office have primary responsibility.

h. Describe how the local Board shall coordinate and interact with the local elected officials

Local elected officials have attended Board-sponsored events, such as open house activities at the One Stop Career Center, as well as meetings of the Board. As necessary, more formal briefings are provided by Board members and staff to City Council members and to the Mayor's Office, depending on subject matter. Periodic updates are also provided to the Mayor by the Board Chairperson and City staff members.

i. Explain how the Board shall ensure nondiscrimination and equal opportunity

Written nondiscrimination and equal opportunity mandates are a part of all Board activities including contracts, agreements, Requests for Proposals, personnel actions, etc. The Board follows the City of Lincoln's policies, as well as federal and state policies required to receive funding under the Workforce Investment Act. In its oversight capacity, the Board reviews and resolves, if necessary, the equal opportunity monitoring reports provided by the Nebraska Department of Labor. The City's Affirmative Action Officer also conducts internal reviews for compliance.

j. Explain what strategies the CEO and the Board shall create to utilize the leadership of faith-based and community-based organizations

Community-based organizations are represented on the Board and on the Youth Council. Many such organizations have been asked to provide input into the local Plan. Several are included in the Greater Lincoln information found on the Nebraska Youth Workforce Development Web site. The Youth Council is also discussing expansion of its roster to include members who are specifically familiar with local faith-based organizations. This topic is an agenda item for the May 10, 2005 meeting.

- k. Describe the intended waiver process (if any) to be used by the local Board using the criteria by which the state shall determine if local Boards may provide programs in-house*

The Board will not be requesting a waiver to operate programs.

2. Visions, Goals and Priorities

The vision, goals and priorities of this local plan are consistent with the state plan. On March 16, 2005, the Nebraska Workforce Investment Board held a public meeting to identify the vision, strategic workforce development goals and priorities that Nebraska will establish in designing its workforce investment system. Greater Lincoln Board members attended this meeting including representatives from business, economic development, and program partners. Also in attendance from Greater Lincoln were staff from the One Stop, the Youth Provider and Board administration.

After this meeting, the Nebraska Vision was developed as follows:

A dynamic, demand-driven workforce development system that fully integrates multiple partner services to meet the changing long and short-term needs of businesses and individuals by providing the knowledge, skills, and resources for learning, earning and living today and tomorrow.

STATE WORKFORCE INVESTMENT PRIORITIES

- a. An integrated, seamless service delivery system where all mandated partners are actively participating in the Workforce Investment System through co-location, single point of service and a shared vision.*

Action Step – Local plan must include a brief description of the current One Stop delivery system environment in your local area and list current and future strategies to increase the integration of both mandated and non-mandated One Stop partner services including, but not limited to, common goal setting and visioning, shared cost allocation plans, increased partner participation, etc.

The Greater Lincoln One Stop Career Center strives to ensure that services needed by customers are available, and that each customer is made aware of the services available and the ways to access those services. Customers are greeted at the Information Desk and access services from that point. Customers can choose to complete a One Stop Service Application that collects demographic data and identifies the customer's service needs. Customers will then visit with One Stop staff and receive an individualized orientation to the One Stop services. Customers can also choose self-services or apply directly to a Partner. On site partners include:

- Adult and Dislocated Worker Services
- Community Development Block Grant Employment and Training
- Goodwill Industries
- Job Corps
- Lincoln Action Program
- NAF Multicultural Human Development Corporation

- Nebraska Workforce Development Employment Services / Veterans' Services / Trade Adjustment Act / Unemployment Insurance
- Southeast Community College
- Vocational Rehabilitation
- WORKNET
- Operation ABLE & AARP Foundation

The Lincoln One Stop Career Center has implemented three strategies to maximize the integration of services and resources available to customers. These strategies were developed from staff input and customer feedback. These strategies are:

I. Communication: Effective communication between and among all partners and staff was established early in order to develop and implement the remaining strategies. Examples of some of the communication strategies are:

- The One Stop Management Council meets quarterly to review One Stop activities
- Center staff meetings are conducted monthly to review and plan activities
- Partner orientation workshops were conducted for Center staff
- The One Stop Career Center Newsletter is published monthly
- Customer Service Survey results are reviewed weekly

II. Cooperation and Coordination: Staff members have and continue to identify activities in which working together improves the delivery and quality of workforce services.

Opportunities are available for any staff member to participate in a number of on-going activities. Examples of efforts completed or currently under way are:

- Staff participated in a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the One Stop
- Staff participation on the Grant Writing Team
- Staff participation on the Customer Flow Design Team
- Staff participation and assistance with the April 2005 Open House for Businesses

III. Alliances: Alliances are used to bring a variety of staff and resources together to accomplish a specific goal and/or to sustain a workforce service activity. Alliances were successfully used for the following activities.

- Development and operation of the One Stop Computer Lab
- Planning and funding of the 2005 Business Open House
- Development of the One Stop Mission Statement
- Assessment and case management of Trade Adjustment Act customers

b. *A demand-driven workforce system focused on meeting the needs of Nebraska's high-growth, high demand industries where individuals are trained with an awareness of the skill sets necessary for specified State and local targeted industries.*

Action Step-Local Plan must include the following economic development information specific to your area: current relationship between local economic development entities and Career Center, identification of high growth industries (attach any local studies,

research, or surveys), current strategies, and/or future strategies that will continue to link economic and workforce development efforts.

The current relationship is positive and pro-active between local economic development entities and the Lincoln One Stop system. This is evidenced by the fact that both Saunders and Lancaster counties have economic development representatives seated on the Workforce Investment Board. Both individuals play active roles on the Board, and have attended recent One Stop activities such as the Business Open House and the Board hosted employer focus groups. In return, the Board as an organization has joined the Lincoln Partnership for Economic Development (LPED). One Board member from business and one from the program partners have been designated to attend the monthly LPED meetings.

On April 12, 2005, the Board, in partnership with Southeast Community College, hosted a national teleconference entitled “Partnering on Economic Development: Creating the Workforce Advantage.” Again, both counties had economic development representatives in attendance.

Highlights from the teleconference included:

- Our local workforce area must attract, expand and retain our local workforce in order to attract, expand, and retain businesses
- As we move to a demand-driven system, skill development may be replacing getting people jobs as the priority of the workforce system
- Economic development is about creating wealth for individuals, businesses, and communities, while economic growth is about increasing the quantity; they are not the same
- There is a need to target limited resources for economic development by identifying targeted industry clusters
- With targeted industry clusters, the local area defines common occupations and skills, and in turn invests in what is common to support all cluster members

A de-briefing session after the teleconference reinforced the desire to have a targeted approach to economic and workforce development, and to begin thinking in terms of identification of industry clusters. Area workforce and economic development staff are being asked to begin this process, taking into account any existing research and plans as starting points. One such study is the Target Industries report done for the Lincoln Partnership for Economic Development (LPED). This study identifies five industries that are well-suited to Lincoln’s strengths:

- Biotechnology
- Value-Added Agriculture
- Specialty Electronics
- Technical Customer Support
- Logistics/Distribution/Warehousing

A summary page for this study is included in the Attachments Section. Interested parties may access the full 92 page Target Industries report on the LPED Web site at www.lincolncdev.com/Publication.htm

- c. Customers making informed choices regarding work and training based on quality workforce information including job pay, benefits, and local economic issues.*

Action Step – *Local plans must identify methods, strategies, and tools that the local area will implement in order to insure customers have the opportunity to make informed choices.*

In addition to accessing self-services or applying directly with a Partner, any customer entering the One Stop has the opportunity to complete a service application and to visit with a staff member. The service application collects demographic and service needs information. The application also includes a brief description of each Partner's services and methods to contact each Partner. Customers then visit with Lincoln One Stop staff members to discuss their specific situation and are then presented with service options. Once the customer selects the service option, they are then connected to the service.

An area in the Resource Room is being devoted to highlighting a demand industry. Information will be on display and also available for customers to take. Information provided will include current and projected national, regional and local occupational demand, wages, knowledge and skill requirements and information on acquiring the skills needed for the industry. Several demand industries will be highlighted during the year.

- d. Maximum flexibility in tailoring the delivery of One Stop services, taking into consideration:*

- *Local diversity and language barriers;*
- *Individuals with disabilities;*
- *Demographic shifts;*
- *Transportation barriers;*
- *Out of school youth populations;*
- *Priority of service for veterans (ensure linkage to State and county veterans' organizations;)*
- *Faith based organizations;*
- *Rural development needs;*
- *Incumbent workers;*
- *Nontraditional training and jobs placements; and*
- *The pursuit of waiver authority, as necessary, to enhance service delivery.*

Action Step – *Local plan must identify service delivery strategies provided through the One Stop system addressing the following targets:*

- *Local diversity and language barriers;*

Information on One Stop services is available in Braille, Spanish, Vietnamese, Arabic, Russian, and on audiocassette. Translation services are available from staff and from community resources. Staff members attend diversity workshops as they are available within the local area.

- *Individuals with disabilities;*

Staff assistance and assistive technology are available for individuals with disabilities to access workforce services. In addition, the following partners provide specific services for individuals with disabilities:

- Client Assistance Program
- Goodwill Industries
- Nebraska Commission for the Blind and Visually Impaired
- Vocational Rehabilitation
- WORKNET
- Disabled Veterans Workforce Programs
- Nebraska Workforce Development/Employment Services

- ***Demographic shifts;***

One of the demographic changes in the Lincoln area continues to be the aging of the workforce. To assist older workers, the services and resources of Operation ABLE, AARP Foundation and Experience Works are available in the Lincoln One Stop. A computer lab was developed in part to assist older workers in becoming proficient in basic computer skills.

- ***Transportation barriers;***

The most common transportation barriers for individuals within the Greater Lincoln area are: lack of own transportation, lack of a driver's license and in some areas, lack of public transportation. Strategies are developed on an individual basis, as the One Stop has limited resources to assist individuals with transportation problems. As appropriate, individuals are referred to other service organizations to address this need.

- ***Out of school youth populations;***

Lincoln Action Program (LAP), as the contracted WIA youth services provider, is prominent in serving out-of-school youth. LAP's partnerships with such entities as YouthBuild and the YWCA have served out-of-school youth. DESI/Job Corps also targets this population. Various committees of both the Youth Council and the Workforce Investment Board are looking at ways to increase outreach to out-of-school youth populations through the one stop system. Strategies under consideration are targeted marketing campaigns and conducting committee forums identifying existing programs and any gaps in services to out of school youth. In the recruitment process for the identification and selection of potential new Youth Council members, knowledge of and access to the out of school youth population will be a plus.

- ***Priority of service for veterans (ensure linkage to State and county veterans' organizations;)***

Several One Stop partners have legislative directives to provide Veterans with service priorities. Veterans' representatives are on-site to provide services to Veterans and guidance to partners.

- ***Faith based organizations;***

The Greater Lincoln area uses the guidance provided by the United States Department Of Labor and the Nebraska Department of Labor for involving faith and community based organizations. It is recognized that religious organizations must be eligible, on the same basis as any other organization, to seek support or participate in Labor programs for which they are otherwise eligible. As Board membership vacancies occur, consideration will be given to appoint members who are specifically familiar with local faith-based organizations. The Youth Council, with its

less prescriptive membership quotas, is giving immediate attention to this representation. This in turn will help to ensure that education and information about the workforce system is available to such community groups and service providers.

- ***Rural development needs;***

The Lincoln Board, as a member of the Lincoln Partnership for Economic Development, participates in regional economic planning activities. Joint activities are also done with Saunders county representatives, such as the employer survey, the employer focus groups, and the economic development teleconference. Rural development needs are also represented on the Board by a member from a Saunders County economic development organization.

- ***Incumbent workers;***

Information on the Nebraska Worker Training Program, Customized Training through Southeast Community College and Nebraska Training through the Nebraska Community College System is made available to employers.

- ***Nontraditional training and job placements;***

Adults, dislocated workers, and youth as appropriate are assessed for interests in nontraditional careers. This assessment is also available to other customers of the Lincoln One Stop. Information on nontraditional careers is available in the resource room.

- ***The pursuit of waiver authority, as necessary, to enhance service delivery.***

Reviews of service delivery have been undertaken to identify requests for waivers. At the present time, the Greater Lincoln area, in conjunction with the Nebraska Department of Labor, has requested a waiver of the amount of funds that can be transferred between the WIA Title I Adult and Dislocated Worker programs.

- e. ***Increased performance accountability through the evolution of information systems, particularly common data and performance systems.***

Action Step – Local plan must identify the local area’s current participation in joint information systems and describe future plans for implementing or participating in common data systems that increase performance accountability.

The following partners are using the Nebraska Workforce Access System (NWAS) to share some of the common data on customers.

- One Stop Employment Solutions (Adult, Dislocated Worker, Community Development Block Grants)
- Operation ABLE
- Lincoln Action Program
- Indian Center, Inc.
- NAF Multicultural Human Development Corporation
- Nebraska Workforce Development

All on-site partners share a common customer service survey instrument and all data is entered in a common database. Results of these surveys are distributed to all Center staff.

Action Step - If applicable, identify areas where assistance from the State would be helpful.

The first area where assistance from the State would be helpful is WIA performance measures. Technical assistance is requested to better understand and evaluate the new goals as negotiated for Program Years 2005 and 2006. It would be helpful to have explanations and discussions covering the definitions of these measures, any changes from previous methods, the applicable time periods of data, the possible impacts on program design, and any possible links to the 8 common performance measures of the future.

Another area where assistance from the State would be helpful is federal/state direction of WIA. Technical assistance is requested to better understand and evaluate the new federal areas of emphasis for WIA adult, dislocated worker, and youth program design and delivery. It would be helpful to have federal representatives conduct in state discussions directly with the local areas to cover what service strategies should be targeted in the next two program years of this plan. Having open dialogue involving Board members and staff would assist local program operators to balance new federal/state priorities with the needs of the local service areas.

3. The One Stop System

a. Describe the process for the selection of the One-Stop operator including the competitive process or the agreement process between the local board and a consortium of partners

The selection of the Greater Lincoln One-Stop Operator is accomplished through a competitive Request for Proposals (RFP) process. The RFP is developed by the Executive Committee of the Board and the City's Purchasing Agent, and its availability is announced to all Board members and is advertised by Legal Notice. Selection of an operator is determined through an interview format, using a standard list of questions and rating form.

b. Describe the appeals process to be used by entities not selected as the One-Stop Operator

As a part of the "Description of the Selection Process" found in the RFP document, it states that "Following the selection process and final certification of the Operator, entities that interviewed will be entitled to a debriefing on the process. Requests for debriefings shall be directed to the Chair of the Greater Lincoln Workforce Investment Board." Always available is the Complaint Procedure, found in the Attachments Section.

c. Identify the policy and procedures for certification of the One Stop system

The certification of the One Stop Operator is accomplished through the Request for Proposals (RFP) process. The Board requests proposals for designation and certification of the One Stop Operator. Upon selection of an operator, an agreement is executed between the operator and the

Board, in partnership with the Chief Elected Official. This Policy Agreement outlines roles, duties, and performance criteria for certification.

The certification of the One Stop Career Center is accomplished through a written review and evaluation of Center operations by the Board. Elements for evaluation include: full service features, physical layout, required One Stop partners, availability of services, community usage, and progress since last certification.

d. Outline procedures for de-certification of One-Stop Center(s) and/or service providers.

The Board, with the agreement of the Chief Elected Official, is authorized to terminate for cause the eligibility of the One Stop operator. The procedure for decertification is:

The Executive Committee of the Board will provide written notice to the operator of a decertification hearing to be held before the Executive Committee. Such notice shall be sent within 20 days of the hearing date and provide the time, date, and place of the hearing. Such notice shall also include a statement of the facts alleging the cause for termination. The hearing shall be an informal hearing. Parties to the hearing will have the opportunity to present evidence and testimony to at least 3 members of the Executive Committee, the opportunity to question witnesses, and the opportunity to have relevant records and/or other documents presented. A decision on the termination hearing shall be presented by the Executive Committee to the Board for their consideration and approval. The Board, with the agreement of the Chief Elected Official, may decertify the entity and send written notice to the One Stop operator of the decertification.

e. Provide an overview of the One Stop Delivery system, including physical site location, operator, personnel, and participating partners.

The Lincoln Area One Stop Career Center is located in Gold's Galleria in downtown Lincoln, Nebraska. The street address is 1010 N Street, Suite 150, Lincoln, Nebraska, 68508. This location is served by public transportation and public parking is available.

The Board, through the Request for Proposal process, selected the City of Lincoln as the One Stop Operator. In addition to providing the One Stop Operator, the City administers the WIA Title I Adult, Dislocated Worker and Youth funds. Staff from the City's Urban Development's Workforce Division are located at the One Stop and include the One Stop Operator/Program Manager, an Administrative Aide, three Case Managers and an Office Specialist. The One Stop Operator agreement between the Board and the City of Lincoln is effective through February 2006.

Partners participating in the Lincoln One Stop Career Center are:

- Career Design, Inc./WORKNET
- Client Assistance Program
- Goodwill Industries Serving Southeast Nebraska
- Health and Human Services
- Indian Center, Inc.
- Job Corps/DESI
- Lincoln Action Program
- NAF Multicultural Human Development Corporation

- Nebraska Commission for the Blind and Visually Impaired
- Nebraska Workforce Development
- One Stop Employment Solutions
- Operation ABLE
- Southeast Community College
- Vocational Rehabilitation Services

f. Identify and describe any affiliate site or agents or specialized centers to be established in the local area. Include any remote sites accessed through the use of technology.

The Board is committed to continuing to provide WIA services throughout Lancaster and Saunders Counties. The Board will continue to evaluate the need for additional sites and/or access. Should the Board identify a need for additional sites, appropriate action will be taken.

g. Describe how the Workforce Investment Board shall engage employers and organized labor in the One Stop delivery system.

Employers and organized labor are represented on the Board.. The Board engages employers through member interaction in such groups as the various Chambers of Commerce in the two county area, and the Lincoln Partnership for Economic Development. Certain Board activities are aimed at employers, including conducting employer surveys and convening focus groups. Certain one stop activities are aimed at engaging employers, such as the Business Open House held on April 7, 2005. The Chairperson of the Board periodically attends the Mayor's Labor Forum, to engage representatives of organized labor in the progress of the One Stop system.

h. Describe services offered to businesses.

Partners in the Lincoln One Stop Career Center offer a range of services to businesses to assist them in meeting their workforce needs. Businesses can use self and staff assisted services. Services available to businesses consist of:

- Labor Market Information (Demographics / Wages / Occupations / Benefits Economic Data) available on-line and in publication formats.
- Internet Postings of Job Listings (www.NebraskaWorkforce.com)
- Internet Resume Search
- Staff Assisted Job Postings / Resume Search / Recruitment / Screening / Referral
- Assessment / Skill Testing / Customized Recruiting
- On Site Facilities For Interviewing and Applicant Assessment
- Tax Credit Assistance
- Worker Training Program Assistance
- Layoff Assistance

i. Describe universal access and what services will be provided. Include the strategy for outreach and recruitment. Explain how services shall meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-

speaking proficiency, and people with disabilities.) Include information on auxiliary aids, services, and assistive technology.

Universal access means core services are available to anyone. Core services include but are not limited to the following:

- Orientation to One Stop services
- Job search and placement assistance
- Career guidance
- Initial assessment of skills, abilities, aptitudes and interests
- Labor market information
- Support services information and referral
- Program performance information
- Training provider information
- Eligibility determination for WIA Title I services
- Financial aid information

Outreach and recruitment strategies are implemented whenever a need has been identified. These strategies may use one or more of the following methods:

- Media announcements
- Public service announcements
- Multi media advertising
- Targeted mailings
- Individual recruitment
- Agency partnerships

The needs of the many customers of the Lincoln One Stop Career Center are met by determining what each customer wants, explaining the service options available and connecting the customer to the desired service. Customers are provided with a menu of services and a description of the various service providers at the One Stop. Customers have an opportunity to speak with Center staff to gain an understanding of the One Stop services. The menu of services and service provider descriptions are available in Braille, English, Spanish, Arabic, Vietnamese, and Russian. This information is also available on a cassette. Assistive technology and auxiliary aids are available for individuals with visual, hearing, learning and/or mobility impairments.

j. Describe any innovative initiatives or service delivery strategies.

The Lincoln One Stop Career Center opened a Computer Lab for job seekers and businesses in June of 2004. The Computer Lab is a result of the cooperative efforts of the partners at the Lincoln One Stop Career Center. The Computer Lab also received funding from a local private foundation. The Computer Lab assists job seekers in learning to use a computer to seek employment. Basic computer and software classes are also offered. Several local businesses have used the Computer Lab to conduct applicant assessments.

In conjunction, the case management system used by the adult and dislocated worker program is individualized and focused on the needs of the adult and dislocated worker. Adults and dislocated workers are assigned to a case manager at the time of the initial contact. A preliminary interview is conducted to identify the employment and training goals of the individual and begin the eligibility process. Depending on the needs of the individual, several

options are presented. Case managers are responsible for providing services and assisting the individual to be successful. Generally, the following activities are conducted:

- A formal eligibility interview is conducted.
- Assessment of the individual's interests, basic skills, abilities, aptitudes, goals and supportive service needs is conducted.
- An interview is conducted to discuss the results of the assessment and to answer questions and explain services options.
- Individuals may be asked to conduct occupational research, visit training providers, complete additional assessments, etc.
- An Individual Service Strategy is developed with the individual detailing the services to be provided, the sequences of the services, and the responsibilities of the individual and case manager.
- Services are initiated and the individual is case managed through the fifth quarter follow-up time frame.
- Contact with the individual varies, depending on the needs. All individuals are in contact with the case manager at least once a month. Using e-mail makes this easier for the individual. Personal meetings are also frequent, occurring several times a quarter.
- Case files contain information required by the law and policies. All eligibility and verification data is in the case file, along with the assessment results, ISS, case notes, MIS documents, service authorizations and other items deemed necessary.
- Some individuals may begin services with a one-on-one interview with a case manager or may attend a group orientation.

1. Identify One Stop partners by organization and name of contact person for each Board certified comprehensive One Stop. Describe examples where services between partners have been integrated and appear seamless.

Partners in the Lincoln One Stop Career Center are:

- Career Design Inc, WORKNET, Ms. Amelia Scott
- Client Assistance Program, Ms. Victoria Rasmussen
- Community Services Block Grant / WIA Title I Youth, (Lincoln Action Program) Ms. Sue Hinrichs
- Goodwill Industries Serving Southeast Nebraska, Ms. Joanne Pickrel
- Native American Programs, (Indian Center, Inc), Mr. Keith Taylor
- Job Corps/DESI, Mr. Tate Lauer
- NAF Multicultural Human Development Corporation (Migrant and Seasonal Farmworkers Program), Mr. Federico Torres
- Nebraska Health and Human Services, Ms. Ardi Korver
- Nebraska Workforce Development (Wagner Peyser, Veterans' Employment, Disabled Veterans' Outreach, TAA) Mr. Steve Richman
- Nebraska Workforce Development Unemployment Insurance, Ms. Jill Schreck

- One Stop Employment Solutions (WIA Title I Adult, Dislocated Worker, HUD), Mr. Marc Wullschleger
- Operation ABLE (Senior Community Service Employment Program), Mr. Houston Doan
- Vocational Rehabilitation, Mr. Pat Bracken
- Southeast Community College (Post Secondary Vocational Education / Adult Basic Education and Family Literacy), Dr. Jack Huck
- Nebraska Commission for the Blind and Visually Impaired, Mr. Carlos Servan

An example of integrated and seamless services in the Lincoln One Stop Career Center is the Computer Lab. The Computer Lab came about in recognition of the increasing use of the Internet as a job search tool and as a method for businesses to find potential employees. Staff members from several partners volunteered to develop a computer lab in the Lincoln One Stop. As a result of these efforts, one partner provided computer equipment, a partner and private business donated furniture, another partner provides staffing and funding was obtained from a partner and a private foundation. Access to the Lab is available to anyone on a walk-in basis.

m. Identify an operating budget or cost allocation plan for each Board certified comprehensive One Stop including the amount and type of funding of each One Stop partner.

Costs to operate the Greater Lincoln One Stop Career Center consist of the following:

- Rent (includes utilities)
- Maintenance not covered in the City of Lincoln's lease with the building owners
- Partner operational costs (staff, supplies, phones, computer, etc.)

The partner cost allocation plan for the Greater Lincoln One Stop Career Center is based on the amount of space occupied by each partner. Each partner located at the One Stop enters a sublease with the City of Lincoln that identifies the partner's occupied space, share of common space and total rent cost. Partner's share of rent cost is approximately sixty-four percent. The City of Lincoln's share of rent is approximately thirty-six percent. There are no other One Stop Career Center costs charged to partners. Several partners share a copy machine and pay their shares based on usage. The City of Lincoln pays costs for maintenance and lights (not covered in the City lease) with local funds. Partners are responsible for their own operational costs (staff, phone, computers, etc.)

n. If there are any gaps where the amount of funding does not meet the workforce investment needs of businesses and job seekers, describe the actions to be taken by the Board to address these gaps.

Additional funds for the Lincoln One Stop Career Center are provided by the City of Lincoln. Local and federal Title I WIA incentive funds have been used to provide additional resources for job seekers and businesses.

- o. Identify whether or not the local area will be transferring funds between the adult and dislocated worker funding systems. If funds are to be transferred, indicate the reason for the transfer of funds.*

The Board may utilize its option to transfer funds between adult and dislocated worker programs. A transfer of funds would be made to provide additional services to adults and dislocated workers. The need for additional services could be as a result of additional layoffs, TAA certifications, increases in adult and/or dislocated worker applications, insufficient program funds and other unforeseen circumstances.

4. Memorandum of Understanding

A single “umbrella” Memorandum of Understanding (MOU) exists between the Greater Lincoln Workforce Investment Board and partners. Each partner then negotiates an “Attachment A-Agreement for Cost Allocation and Resource Sharing” and an “Attachment B-Agreement for Scope of Services.” Negotiations involve communication between the Board, the City’s Law Department, WIA staff, and the partner entities. Typically a draft agreement is presented by the Board to the partners well before execution, with feedback requested to go to WIA staff or to Board members. Through the negotiation process, any recommended changes are then evaluated and may be incorporated as appropriate.

MOU documents are included in the Attachment Section.

In the event there is failure to execute an MOU/ Attachment between the Greater Lincoln Workforce Investment Board and a required partner, the Board will report this to the:

- Governor
 - Nebraska Workforce Investment Board
 - State agency head responsible for administering the partner’s program
- In turn, the Governor, in partnership with the Nebraska Workforce Investment Board and the State agency head, will inform the U.S. Secretary of Labor, as well as the head of any other federal agency with responsibility of oversight for a partner’s program.

5. Fiscal Controls and Reporting

Each local plan must:

- a. Identify the fiscal agent or entity responsible for the disbursement of grant funds.*

The entity responsible for the disbursement of grant funds is the City of Lincoln, Nebraska.

- b. Describe the fiscal system and controls used by the fiscal agent for administering WIA funds.*

The Lincoln area workforce system’s fiscal accounting system is fully integrated with the City of Lincoln’s Finance Department. The accounts are organized on the basis of funding sources, each of which is considered a separate accounting entity. Each account operates with a separate set of self-balancing records that comprise its assets, liabilities, fund balance, revenues, and

expenditures. The fiscal system includes all phases of the accounting process, from classifying and recording transactions through reporting. The system provides a clear audit trail from cash receipt through disbursement inclusive. The City of Lincoln's financial transactions are conducted and records maintained in accordance with the Generally Accepted Accounting Principles (GAAP).

c. Describe the competitive and noncompetitive processes that will be used by the local area to award grants and contracts for activities under Title I of WIA including how potential bidders are being made aware of grants and contracts.

Competitive and non-competitive grants and awards are made using the City of Lincoln's procurement policies. Notification to potential bidders is also accomplished using the City of Lincoln's procurement process.

d. Describe the procurement process for purchasing goods and services in the local area.

The Lincoln Area Workforce system follows the City of Lincoln's procurement system for material goods as outlined in a manual entitled General Purchasing Guide, dated May 1988. The guide is used in conjunction with the Commodities Contracts which lists approved contracts for supply, maintenance, repair, and operating goods. When procuring professional or training services (except On the Job Training), the system follows the City Municipal Code Chapter 2.18, and Executive Order No. 42747.

e. Identify (if applicable) the process to be used to procure training services that are made as exceptions to the Individual Training Account process.

Exceptions to the Individual Training Account process apply when an individual is in need of on the job training or customized training services, or when the Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community based organization or another organization to serve special participant populations that face multiple barriers to employment. The Board has developed criteria to be used in determining demonstrated effectiveness. The criteria includes the financial stability of the organization, the demonstrated performance in areas such as completion rates, skill attainment rates, and placement and retention rates, as well as how the specific program relates to the needs of the local area.

f. Identify what system will be used to collect data, track and report local performance measures and program activity.

The Tracking and Reporting Exchange (TREX) System is used to collect, track and report local performance measures and program data.

g. Describe the fiscal agent's property management system.

The Lincoln Area Workforce system follows the City of Lincoln's fixed asset inventory system. The system is designed to assist the City in establishing and maintaining accurate fixed asset records in accordance with Generally Accepted Accounting Principles (GAAP). The inventory

master file contains information on all items procured and is updated through additions, deletions, and changes. Reports can be produced in various sequences for items in the master file.

Customers receive quality workforce information during the initial and comprehensive assessment. Customers receive labor market information from staff, the resource room, Internet based sites, and publications. Most adults and dislocated workers will conduct labor market research using guidance from staff. This research may include information from staff, visits with employers, schools, individuals currently working in the occupation/industry, publications, occupational projections and outlooks, placement and wage reports and economic development information. Adults and dislocated workers access quality-training providers primarily through referral. Customers are provided access to the eligible training provider list to initiate access to quality training providers. This information can be accessed from the resource room or any location with an Internet connection. Visits to training providers are required as a part of the ISS process.

h. Describe system/mechanism that will be included for consumer reports.

The Board will provide whatever information is requested for inclusion in the consumer reports. Customers are provided access to the eligible training provider list to initiate access to quality training providers. This information can be accessed from the resource room or any location with an Internet connection. Visits to training providers are required as a part of the Individual Service Strategy (ISS) process.

i. Acknowledge the requirement of submitting an annual report to the Nebraska Workforce Investment Board at the end of each program year

Greater Lincoln will submit annual information, in the manner prescribed, to the Nebraska Workforce Investment Board. The information will include, but not be limited to:

- Number of customers receiving services through the One Stop system;
- Office locations and certification status of Career Centers;
- Recognitions and awards;
- Successes;
- Evaluations and continuous improvement efforts; and
- Web sites

Such information will be submitted by the time frames determined by the Nebraska Workforce Investment Board.

6. Oversight Plan

a. Identify the plan for conducting monitoring of sub-recipients

In the Greater Lincoln local area, the City of Lincoln is responsible for monitoring WIA sub-recipients. This is accomplished through the Urban Development Department. The

Department's Program Monitor, and other Urban Development staff with knowledge of WIA, conduct monitoring in order to:

- Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and regulations;
- Determine whether or not there is compliance with other provisions of the Act and regulations; and
- Provide technical assistance as necessary and appropriate

The local Board and Youth Council, as appropriate, provide oversight to this process.

b. Address how the local Board shall be engaged in oversight activities

The Board, and the Youth Council, provide oversight to the monitoring process, and participate in corrective action as needed, in the following WIA areas:

- Adult/ Dislocated Worker eligibility and services
- Equal Opportunity
- Financial Requirements
- Follow Up
- Grievance Procedures
- Local Workforce Investment Board Requirements
- One Stop Systems
- Procurement
- Property Management
- Summer Employment
- Youth eligibility and services

On an ongoing basis, the Board, and Youth Council as appropriate, monitor performance and outcomes in the following WIA areas:

- Performance Measures as compared to the negotiated standards
- One Stop customer evaluations
- One Stop Operator certification
- One Stop Career Center certification
- Annual Report information
- Youth Provider performance
- One Stop Partners' performance
- Other locally designated topics as requested

c. Describe evaluation tools used to assess effectiveness of services to customers and ensure continuous improvement of the One Stop delivery system.

Each customer of the Lincoln One Stop has an opportunity to complete a Board developed Customer Service survey. Customers are asked to evaluate the services received from the One Stop. Survey results are reviewed weekly by One Stop staff and on a quarterly basis by the Board's Performance Review Committee.

Last year, the Board surveyed businesses on their knowledge of and satisfaction with One Stop services. The Board followed up the survey by conducting four business focus groups. Recommendations from the surveys and focus groups are being implemented.

C. OPERATIONAL SECTION

The operational section of the local plan must address each area listed below in the format provided.

1. Services

Eligibility Definitions

Describe in this section the definition and criteria established by the local board in order to deliver services funded under Title I of WIA for the following areas:

a. Eligibility for adult and dislocated worker services.

To be eligible for adult core services, an individual must:

- Be 18 years of age or older, and
- Be eligible to work in the United States, and
- Registered with the Selective Service, if required.

To be eligible for dislocated worker core services, an individual must:

- Be eligible to work in the United States, and
- Be registered with the selective service if required, and
- Have been terminated or laid off or received notice of such from employment, and
- Is eligible for or has exhausted entitlement to unemployment compensation, or
- Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law, and
- Be unlikely to return to a previous industry or occupation, or
- Have been terminated or laid off or has received notice of such as a result of a permanent closure or any substantial layoff at a business, or
- Be employed at a facility at which the employer has announced a closure within 180 days, or
- Be employed at a facility at which the employer has announced a closure (these individuals are eligible for core services only), or
- Have been self employed but is unemployed as a result of economic conditions in the community in which the individual resides or because of natural disaster, or
- Be a displaced homemaker (a displaced homemaker is an individual who has been providing unpaid services to family members in the home and who has been dependent upon the income of another family member but is no longer supported by that income, and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

b. Priority system for providing adult services based on funding limitations. Include discussion of veterans' priority provisions.

Priority for enrollment in adult Intensive and Training Services is for low-income adults residing in Lancaster or Saunders counties. This does not mean that only low-income adults residing in Lancaster or Saunders counties can be enrolled in Intensive or Training Services. Priority means that the majority of adults enrolled in Intensive and Training services must be low-income adults residing in Lancaster or Saunders counties. A low income adult means an individual who:

- Receives or is a member of a family that receives cash payments under a Federal, State, or local income based public assistance program, or
- Received an income or is a member of a family that received a total family income, for the 6 month period prior to application, based on family size does not exceed the poverty line or exceed 70 percent of the lower living standard income level, or
- Is a member of a household that receives or has been determined within the six-month period prior to application to be eligible to receive food stamps, or
- Qualifies as a homeless individual as defined in the McKinney Homeless Act, or
- Is a Foster child, 18 or older, on behalf of whom State or local government payments are made, or
- Is an individual with a disability whose own income does not exceed the income guidelines for a family of one.

Veterans' priority for adult services will be applied as follows:

- An individual meeting both the veterans' and the mandatory program priorities will receive the highest priority for services.
- Non-veterans within the programs mandatory priorities will receive the highest priority for services.

Veterans outside the mandatory programs priorities will receive priority for services over non-veterans outside the programs mandatory priorities.

c. Priority system for providing youth services, including how the local area shall invest in youth who are most at risk and in need

In providing services to youth, priority is given to youth who are low income and who fall within one or more of the following categories of serious barriers to employment/ educational attainment:

- Deficient in basic literacy skills;
- School dropout;
- Homeless, runaway, or foster child;
- Pregnant or parenting;
- Offender; or
- Individual, including a ward of the state, who requires additional assistance to complete an educational program, or to secure and hold employment

A lesser priority is given to youth who do not meet the income criterion, provided that they are within one or more of the following categories of serious barriers to employment/ educational attainment:

- School dropout;
- Basic skills deficient;
- Are one or more grade levels below the grade level appropriate to the individual's age;
- Pregnant or parenting;
- Possess one or more disabilities; including learning disabilities;
- Homeless or runaway; or
- Offender

Not more than 5% of youth participants served in the local area will be individuals who do not meet the income criterion for eligible youth.

Greater Lincoln Youth Council activity is also underway to evaluate what local services are available to the neediest youth as identified in The White House Task Force Report on Disadvantaged Youth, as listed in Training Employment and Guidance Notice No. 3-04:

- Youth in foster care, especially those aging out of foster care;
- Youth in the juvenile justice system;
- Children of incarcerated parents; and
- Migrant youth

d. Definition of “face serious barriers to employment”

Defined as an additional serious barrier to employment for youth is “deficient in Pre-Employment/ Work Maturity Skills.”

e. Definition of “deficient in basic literacy skills”

This is defined as computes or solves problems, reads, writes, or speaks English at or below a grade level of 8.9 or its equivalency; or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on a job, in school or in a training program, or in the individual's family or group living setting.

f. Definition of “requires additional assistance to complete an educational program or to secure and hold employment”

This definition includes the following:

- Youth who have not completed high school or other educational programs necessary to secure and maintain entry-level employment;
- Youth who are deficient in basic skills and/ or pre-employment/ work maturity skills;
- Youth who have been identified as a dropout risk, unlikely to graduate due to a lack of credits, and other risk factors cited by school, law enforcement, or community officials; and
- Youth who are included in The White House Task Force Report and defined as “neediest”—youth in foster care (especially those aging out of foster care), youth in the juvenile justice system, children of incarcerated parents, and migrant youth

g. Criteria used to determine “in need of training.”

Individuals that are determined to be in need of training are those that:

- Have not been able to obtain employment after receipt of core and intensive services, and
- Are unlikely to obtain employment as a result of further core or intensive services, and
- An assessment indicates that the current skills of the individual are not in demand, are outdated, or do not lead to self-sufficiency.

h. Criteria to demonstrate ability to “successfully participate in training.”

Individuals that demonstrate the ability to successfully participate in training are those that:

- Have been assessed as having the basic skills necessary to participate in skill training by meeting the minimum entrance requirements for that skill training, and
- Have been assessed as not having any participation barriers that would interfere or prevent regular attendance or from completing training within the allowable time constraints.

i. Criteria to demonstrate local occupational demand related to training.

The Board will utilize labor market information, employer surveys, board members input, and data from organizations such as the Chamber of Commerce, Lincoln Partnership for Economic Development, and Census Bureau to continually identify occupational demand in the local area. Information will also be collected on a regional and national basis.

j. How efforts to obtain other financial assistance are going to be documented.

Funds for training from the adult or dislocated worker program may only be used for individuals that are unable to obtain grant assistance or require assistance beyond that available from other sources to pay the costs of training. The primary source of other funds is generally PELL Grants. All individuals being considered for an ITA must apply for financial aid as a part of the ITA determination process unless it can be documented beforehand that the individual is not eligible for financial aid. The results of the financial aid application are used to determine the amount of WIA funds needed for the ITA.

Adults and Dislocated Workers

a. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the area.

Core, intensive and access to training services are available to adults and dislocated workers through the Lincoln One Stop Career Center. These services are available in a mix of self and staff assisted formats, depending on the needs of the individual. Descriptions of these services are included on the following pages of this plan.

b. Describe the core services and how they will be provided to all adults and dislocated workers under WIA funding. Include coordination with Wagner-Peyser activities. Include discussion of career guidance.

Core services are available to all individuals aged 18 and over that are eligible to work in the United States. The purposes of core services are to assist individuals to enter, re-enter, or to remain in the workforce. Core services are primarily short-term informational services. They are the starting point for Adults and Dislocated Workers since receipt of a Core service is necessary in order to receive Intensive services.

The typical sequence for receipt of Core services is: 1) Intake for orientation to services and eligibility determination, 2) initial assessment to identify the individual's skills, abilities, aptitudes, interests, experiences, goals and support service needs and 3) an interview with a case manager to review the information and determine if additional Core services are likely to result in the individual achieving their employment goal. Based on this review, the decision to continue with Core services or to provide Intensive services is made.

Coordination of Title I WIA adult and dislocated worker core services with Wagner-Peyser activities occurs in the following manner.

- Adult, Dislocated Worker and Wagner-Peyser services are all available in the Lincoln One Stop Career Center.
- Staff members from the Adult / Dislocated Worker and Wagner-Peyser programs interact on a daily basis.
- Referrals between Adult / Dislocated Worker and Wagner-Peyser activities are conducted formally using NWAS and informally.
- Staff members from both Adult / Dislocated Worker and Wagner-Peyser programs (as well as other Partner staff members) are members of the Customer Flow Team. The Customer Flow Team is responsible for evaluating and improving the methods used to identify customer needs and to connect those customers to the appropriate service and service provider.

Outreach: Outreach is conducted to inform and encourage certain individuals to apply for and enroll in services. Outreach is conducted when it is determined that a certain segment of the workforce is under represented in the programs and funds are available to assist these individuals. Given the stated purpose of the adult and dislocated worker funds, outreach is targeted to those individuals with low skills and earnings, short-term work histories and recipients of TANF payments. In addition, low-income adults are defined in the legislation as a priority population. Outreach activities are developed based on identified need in order to be as effective as possible. All outreach materials for distribution contain the required language on equal opportunity requirements and the availability of auxiliary aids and services.

Rapid Response: Rapid Response is a Dislocated Worker activity in which representatives from several workforce agencies meet with employees that are being laid off or losing their jobs due to business closing. Often, these meetings are held at the business that is laying off or closing. The purpose of rapid response is to inform those losing their jobs of the services available to them. Rapid response is the responsibility of the Nebraska Department of Labor. Assistance from the local dislocated worker staff is always available.

Initial Assessment: Initial assessment identifies the skills, abilities, aptitudes, interests, goals and support service needs of the applicant. It is conducted using the CAPS / COPES / COPS CASAS / CITE / PUM / Non-Traditional assessment tools and with a personal interview with a case manager. The information assessed is used to begin identifying the service needs of the individual.

Job Search and Placement Assistance, and Career Counseling: Individuals needing job search and placement assistance receive information on these services as a part of the orientation. Job search and placement assistance is available as a self and staff assisted service. Individuals needing assistance beyond self-service are referred to other Partners as appropriate. Career counseling is provided as needed or requested by the individual.

Labor Market Information: Labor market information is available in written and electronic form. Labor market information is discussed during the initial assessment. Individuals needing labor market information can be directed to the resource room to access the information available. Two popular sources for labor market information are: 1) Nebraska Explorer www.dol.state.ne.us. and 2) Career Info-Net (www.acinet.org/acinet/)

Performance and Cost Information on Eligible Providers of Training: This information is available on the Nebraska Department of Labor Web site at www.dol.state.ne.us. Click on the Nebraska Training Link to obtain this information. This information can be obtained by the individual from the resource room or provided by staff.

Local Area Performance Information: This information is updated quarterly and is available from the One Stop Operator and the adult and dislocated worker program staff.

Information and Referral for Supportive Services: The need for supportive services is determined during the initial assessment and as a part of the comprehensive assessment. There are numerous sources for providing information on supportive services. The most common need for support services are for childcare, transportation assistance, schooling costs and housing. The phone book is generally the most up-to-date source of referral information. A local Web site with useful information is: workresources.org. Staff knowledge is the best source of information.

Information on Filing Claims for Unemployment Insurance: Individuals wishing to file for UI are directed to the UI phones located near the front desk. All UI claims are processed over the phone. Informational brochures and instructions for filing claims are located with the phones.

Assistance in Establishing Eligibility for Financial Assistance for Educational Programs Not Funded Under This Act: Assistance in establishing eligibility for financial assistance for educational programs not funded under this act is accomplished by referral for student aid to the appropriate source. Forms for applying for financial aid are available from staff.

Follow-Up Services for Individuals Placed in Unsubsidized Employment for One Year: All adults and dislocated workers that exit services as employed are offered follow-up services by the respective case manager. Contact is made on a monthly basis for those interested in this service. (This follow-up is separate from the 1st, 3rd and 5th quarter performance follow-up.)

Follow-Up services can include the following: Counseling regarding the workplace, referrals to other service providers and any Core Service that is appropriate. Follow-Up contact can be terminated at the request of the individual.

Eligibility Determination (Intake): The Intake interview is used to orient the individual to the adult, dislocated worker and One Stop services available, to explain the rights of the applicant, to determine if an applicant is eligible as an adult or as a dislocated worker, determine if the applicant meets the low-income priority for adults and the residential priority for adults and dislocated workers, to collect the required documentation to verify eligibility and to complete the initial assessment.

c. Explain if the WIB will provide core or intensive services based on community need and/or state criteria.

The Board does not intend to provide core or intensive services.

d. Describe intensive services and how they will be delivered to adults and dislocated workers who qualify. As part of the Case Management process, local areas are encouraged to utilize “The Self-Sufficiency Standard for Nebraska” data prepared for the Nebraska Appleseed Center for Law in the Public Interest.

Intensive services consist of the following:

Comprehensive Assessment: Comprehensive assessment is the evaluation of the individual’s skills, abilities, interests, goals, barriers, financial needs and assets, and any other criteria deemed necessary by the case manager. It builds on the information obtained from the initial assessment. It is generally the initial activity for individuals needing Intensive Services. The information obtained from the comprehensive assessment is used to identify appropriate employment goals, the services needed to achieve the goals and the starting point for workforce services for the individual. Service decisions are based on a summary evaluation of all criteria assessed.

Career Counseling: Assists the individual in understanding all aspects of the various careers.

Individual Employment Planning: Defines the sequences of services, timelines and the actions and responsibilities necessary for the individual to achieve their employment goal.

Case Management Services: Ensures the individual receives the necessary services and support to achieve their employment objective.

Short Term Pre-Vocational Services: Prepares an individual for employment or formal training. Short-term pre-vocational services consist of:

- Development of learning skills, tutoring, completion of prerequisites for academic and vocational training
- Communication skills
- Interviewing skills
- Punctuality
- Personal maintenance skills
- Professional conduct
- Course work lasting 40 hours or less

Out of Area Job Search Assistance: Provides an individual with financial assistance to interview for a job outside of the defined commuting distance. Outside the commuting distance is defined as 50 miles or more from the individual's residence.

Relocation Assistance: Is available when an individual has accepted employment and the location of the employment requires a commute of more than fifty miles one way and the individual has decided to relocate in order to accept the employment. Qualifying reasons for relocation are: a) the wages paid are above average for the occupation in the local area, or b) the occupation is not in demand in the local area, or c) the customer has been unsuccessful in obtaining similar employment in the local workforce area.

- e. For individuals receiving intensive services, describe the criteria set by the local board that determines whether employment leads to self-sufficiency. NOTE: For dislocated workers, the rule allows self-sufficiency to be defined in relation to a percentage of the layoff wage.*

Self-sufficiency for Adults is defined as wages that are one hundred and seventy five percent of the Lower Living Standard Income Level. Self-sufficiency for dislocated workers is defined as 80% or more of the wage earned at dislocation.

- f. Describe training services and how they will be provided to adults and dislocated workers who meet eligibility requirements.*

Training Services are available to employed and unemployed adults and dislocated workers who:

- a) Have met the eligibility requirements for intensive services, have received at least one intensive service, and have been determined to be unable to obtain or retain employment through such services;
- b) After an interview, evaluation or assessment and case management, have been determined by the case manager to be in need of training services and to have the skills and qualifications to successfully complete the selected training program;
- c) Select a program of training that is directly linked to the employment opportunities in the local area or in another area to which the individual is willing to relocate;
- d) Are unable to obtain grant assistance to pay the costs of such training or require WIA assistance in addition to other sources of grant assistance;
- e) For individuals whose funding is from the Adult services, priority for service is given to low-income individuals.
- f) Are in agreement with the requirements in the individual employment plan.

Exceptions to training for demand occupations are made on a case-by-case basis. Generally, the individual will have a special circumstance that requires that an exception be made in order for them to be successful. This may involve an individual with a disability for which training in an occupation that does not have demand is still in their best interest. In addition, certain cultural norms may require an exception. All exceptions to training in demand occupations require approval of the program manager. Individuals for whom an exception has been approved must still meet all other requirements for receipt of training services.

The following training services are available:

- Occupational Skills Training
- On-the-Job-Training
- Customized Training
- Skill Upgrading and Retraining
- *Entrepreneurial Training*
- *Job Readiness Training*
- *Adult Education and Literacy Activities*

g. Describe the Individual Training Account policy to be used in the local area. Include information such as dollar limits, duration, etc. Explain how customers receive quality workforce information and access quality training providers.

Individual Training Accounts are used to pay the cost of tuition, fees, books and supplies for all training except On-the-Job-Training and Customized Training. Individual Training Accounts amounts are determined during the Comprehensive Assessment for customers that need training. The maximum amount of the ITA is \$7,500. The ITA amount is determined by calculating the individual's resources, any financial aid the individual is eligible to receive, the cost of training, and determining if the individual is able to finance the training. (School loans are not included in the individual's resources) ITA's can only be used to pay tuition, fees, books and supplies for training. ITA's can be authorized for a maximum of two years of training on a full time equivalent basis. Exceptions to the time limits are possible with prior approval.

Customers receive quality workforce information during the initial and comprehensive assessment. Customers receive labor market information from staff, the resource room, Internet based sites and publication. Most adults and dislocated workers will conduct labor market research using guidance from staff. This research may include information from staff, visits with employers, schools, individuals currently working in the occupation/industry, publications, occupational projections and outlooks, placement and wage reports, and economic development information. Adults and dislocated workers access quality-training providers primarily through referral. Customers are provided access to the eligible training provider list to initiate access to quality training providers. This information can be accessed from the resource room or any location with an Internet connection. Visits to training providers are required as a part of the ISS process.

h. Describe the process and procedures used by the local area to initially and subsequently determine eligibility for inclusion of providers on the eligible provider list. Explain how the list is disseminated.

The Board uses the procedures specified in the Eligible Training Provider policy issued by the Nebraska Workforce Development/Department of Labor. Customers are provided access to the eligible training provider list to initiate access to quality training providers. This information can be accessed from the resource room or any location with an Internet connection. Visits to training providers are required as a part of the ISS process.

i. Describe the local appeals procedure for providers in conjunction with the state appeals procedure for providers denied approval by the WIB.

The Board uses the appeals procedures specified in the Eligible Training Provider policy issued by the Nebraska Workforce Development/Department of Labor.

- j. Describe how the local area shall coordinate local workforce investment activities with statewide rapid response activities. Include: procedures for delivery of local rapid response activities; services offered through rapid response; policy for evaluating performance; procedures to respond to disaster.***

Rapid response is coordinated by the Nebraska Workforce Development/Department of Labor. Staff from the Greater Lincoln Dislocated Worker program will participate and coordinate with rapid response activities, including natural disasters, as requested by the Nebraska Department of Labor. Specific information provided by the Dislocated Worker program includes an explanation of dislocated worker benefits available, time lines, application process and any other information deemed appropriate. Evaluating rapid response performance is accomplished through the use of surveys and analysis of rapid response efforts.

- k. Identify local provisions of On The Job Training (OJT) and customized training.***

On the Job Training is available to employers that agree to hire and train individuals that do not have the skills necessary to perform a specific job. Employers will be reimbursed a portion of the wages paid to the OJT trainee. Employers and job seekers are assessed to ensure that OJT is an appropriate service. The length of the OJT depends on the complexity of the job and the skill level of the trainee.

Customized training is available for employers and job seekers when occupational and/or OJT is not appropriate to meet the needs of the employer or job seeker.

- l. Describe the process used in selecting the providers under a contract for services. This process must include a public comment period of at least 30 days for interested providers.***

Selection of providers of training services under a contract will follow the City of Lincoln's procurement and purchasing policies. A thirty-day public comment period will be included with this activity. This requirement is necessary only if the Board determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of Individual Training Accounts and the Board wishes to enter a contract for training services in lieu of providing training services with Individual Training Accounts.

- m. Identify the local area policy on supportive services that ensures service and resource coordination.***

Support services are available to individuals in Core (excluding those in 12-month follow-up), Intensive and Training services. Support services are provided in order for an individual to participate in WIA authorized activities and the individual is unable to obtain support services from non-WIA program sources. Prior to authorizing support services, case managers must determine if the individual can obtain the assistance from other than WIA funds. Individuals that are clients of other agencies need to determine if any assistance is available prior to the approval

of WIA support service payments. Individuals that are not clients of other organizations are assumed not to have access to non-WIA support. There are very few organizations that provide support service payments for their clients.

Efforts to secure support services from non-WIA sources must be documented in the case file. Support service needs are assessed during the initial and comprehensive assessment.

Youth

a. Describe and assess the type and availability of youth activities in the local area identifying successful providers of such activities, including provision of comprehensive services addressing the required local program elements

The goals of the youth program are to provide services and activities that result in youth attaining academic and occupational skills, placement and retention in employment, post-secondary education, and an increase in wage earnings. There are private, public, community based and faith based organizations in the local area that are successful providers of activities which support the goals of the program. Some of these organizations are represented on the local area Youth Council and the Workforce Investment Board. Also, the Youth Council coordinated a local survey of program information which can now be found on the statewide Web site, Nebraska Youth Workforce Development, at <http://neyouthwfd.unl.edu>

In the selection process of the local area youth provider, it is required that the following program elements be made available:

- i. Tutoring, study skills training and instruction, leading to completion of secondary school, including dropout preventions strategies;
- ii. Alternative secondary school services, as appropriate;
- iii. Summer employment opportunities that are directly linked to academic and occupational learning;
- iv. As appropriate, paid and unpaid work experiences, including internships and job shadowing;
- v. Occupational skill training, as appropriate;
- vi. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate;
- vii. Supportive services;
- viii. Adult mentoring for the period of participation and a subsequent period for a total of not less than 12 months;
- ix. Follow up services for not less than 12 months after the completion of participation, as appropriate; and
- x. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate These elements are offered by the local area youth provider, either as a direct service or by referral or agreement with an agency within the local area network.

b. Explain how eligible applicants who do not meet enrollment requirements will be referred for further assessment and programs

Youth who do not meet enrollment requirements will be referred to the appropriate service provider(s), depending upon the specific situation and the needs of the individual. Contractor staff are often able to access other services that are available within the agency, or on behalf of the youth, contractor staff will contact other appropriate agencies for assistance.

c. Describe measures taken to ensure compliance with applicable safety and child labor laws

Any local area WIA funded activity involving youth will adhere to the Fair Labor Standards Act relating to Child Labor Laws. This requirement will be a part of the procurement, contract negotiation, and contract execution processes, and will also be included in monitoring efforts.

d. Describe how the local Board shall make opportunities available to individuals who have successfully participated in programs carried out under this section to volunteer assistance to participants in the form of mentoring, tutoring, and other activities

In the procurement and contract negotiation processes for selection of a youth services provider, the selected entity is required to provide opportunities for mentoring, tutoring, and other related activities to youth who have successfully participated in WIA youth programs. This then becomes an item for monitoring and oversight by the Youth Council.

e. Identify the criteria used in awarding grants for youth activities; such criteria should:

- ***address what determines effective youth activities and providers;***
- ***address what determines ineffective youth activities and providers; and***
- ***be determined by the local Board and Youth Council***

In awarding contracts for youth activities, the local Youth Council and Board identified the following selection measures:

- Agency background, mission of the agency, and the rationale for applying for the project
- Experience operating youth employment, academic, and leadership activities
- Data supporting outcomes from employment, academic and leadership programs
- Experience in working with economically disadvantaged youth
- Staff qualifications
- Ability to provide services in Lancaster and Saunders counties, distinguishing which services are available in each county
- Program design which includes a comprehensive approach to outreach, intake, assessment, individual service strategies, and the ten program elements
- Evidence of partnerships with other youth services providers
- Ability to meet WIA performance measures and adhere to WIA regulations

f. Describe the competitive procurement process for selection of local service providers. Include information on efforts made to ensure that information on Web sites about

applying for grants or becoming service providers is easy to find and understand for those non-profit organizations seeking to partner with the workforce investment system

The competitive procurement process for selection of a local youth services provider follows the requirements of the City of Lincoln Finance Department's Purchasing Division. A Request for Proposals (RFP) is developed jointly by the local area Youth Council, Workforce Investment Board, and the Purchasing Division. A selection committee reviews proposals and makes a recommendation to the Youth Council. The recommended action of the Youth Council is then forwarded to the Workforce Investment Board for approval.

Efforts made to ensure that RFP information is easy to find and understand include:

- Legal Notice is published announcing the RFP,
- All local Youth Council members and Workforce Investment Board members are notified of the RFP,
- Copies of the RFP are mailed to over 30 local non-profit organizations,
- The City's Web site includes the RFP and the vendor list used above, and
- A pre-proposal meeting is held to answer any questions by interested parties

g. Describe how the local area will establish and disseminate a list of eligible providers of youth activities

This information is included on the City of Lincoln's Web site, the statewide Nebraska Youth Workforce Development Web site, contained in meeting materials of the local Youth Council and Workforce Investment Board, and available at the Greater Lincoln One Stop Career Center.

h. Describe the local appeals procedure for providers in conjunction with the state appeals procedure for providers of youth activities denied approval by the Board

The local area has established a Complaint Procedure to be followed by an aggrieved party in order to file a grievance or complaint against an alleged violation of the requirements of the Workforce Investment Act (WIA). The procedure was established in conformance with Sections 181 of the WIA Law and parts 667.600 of the regulations. The parties have a right to appeal for a review by the Nebraska Commissioner of Labor if the local decision is not satisfactory or timely. This Complaint Procedure is included in the Attachments Section.

i. Specify out-of-school youth expenditure requirements based on the State's minimum expenditure requirements

The local out-of-school youth expenditure requirement is 30%, same as the State requirement. This is viewed as a minimum. The local Youth Council recognizes that the U.S. Department of Labor's Employment & Training Administration holds the view that "out-of-school youth are considered an important part of the new workforce supply pipeline needed by businesses to fill job vacancies in a knowledge-based economy."

This view will be reinforced in a guidance letter from the Youth Council to the WIA youth service provider for the service period of July 1, 2005, through June 30, 2006.

2. Performance Measures

- a. Describe the local levels of performance negotiated with the Governor and chief elected official that will be used by the local Board for measuring performance of the local fiscal agent (where appropriate), eligible providers, and the One Stop delivery system*

The local levels of performance negotiated with the Governor and chief elected official are the 17 WIA Performance Measures. These measures primarily reflect outcomes of participation for WIA Adult, Dislocated Worker, and Youth enrollees as listed below:

Adults

1. Entered Employment Rate
2. Employment Retention Rate
3. Earnings Change in 6 Months
4. Employment and Credential Rate

Dislocated Workers

5. Entered Employment Rate
6. Employment Retention Rate
7. Earnings Replacement Rate
8. Employment and Credential Rate

Youth

9. Entered Employment Rate
10. Employment Retention Rate (Older Youth)
11. Earnings Change in 6 Months
12. Employment and Credential
13. Skill Attainment Rate
14. Diploma/ Equivalent Attainment Rate
15. Retention Rate (Younger Youth)

Customer Satisfaction

16. Participant Customer Satisfaction
17. Employer Customer Satisfaction

Performance Goals as negotiated for Program Years 2005 and 2006 are included in the Attachment Section.

- b. Describe indicators and standards for measuring of customer satisfaction for workers*

Performance Measure #16 listed above, Participant Customer Satisfaction, measures responses from Title I Adult, Dislocated Worker, and Youth participants, through use of the American Customer Satisfaction Index (ACSI). Also, the local Board has compiled a customer survey for all customers/job seekers using the One Stop Career Center. Results from this on-going survey are used to evaluate perception of customer service, and actual elements of service such as length of wait.

- c. Describe indicators and standards for measuring of customer satisfaction for employers*

Performance Measure #17 listed above, Employer Customer Satisfaction, measures responses from employers using the Wagner-Peyser funded partner in the One Stop system, again through the use of the ACSI.

3. Equal Opportunity, Affirmative Action, and Grievance

- a. Provide the name, title, telephone number, and job description of the administrative entity's Equal Opportunity Officer*

Joyce Welsch
Director-Lincoln/Lancaster County/LES Affirmative Action
402-441-3871

Ms. Welsch's job description is included in the Attachment Section.

- b. Provide a copy of the administrative entity's EO policy statement*

This policy is included in the Attachment Section.

- c. Describe the local area's complaint and grievance procedures*

These procedures are included in the Attachment Section.

- d. Describe the means by which information about WIA is made available to individuals with hearing or visual impairments and limited English speaking abilities.*

Customers are provided with a menu of services and a description of the various service providers at the One Stop. Customers have an opportunity to speak with Center staff to gain an understanding of the One Stop services. The menu of services and service provider descriptions are available in Braille, English, Spanish, Arabic, Viet Nameese, and Russian. Assistive technology and auxiliary aids are available for individuals with visual, hearing, learning and/or mobility impairments. Language interpreters are provided when requested by customers and or staff.

4. Continuous Improvement

- a. Provide a description of how the local Board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers and participants.*

The Board uses the following methods to ensure the continuous improvement of eligible providers of services:

- Review of progress in meeting the adult, dislocated worker and youth performance standards.
- Monitoring of One Stop activities by the Performance Review Committee of the Board.
- Analysis of the One Stop Customer Satisfaction survey results.
- Analysis of information obtained from the employer focus groups.
- Evaluation of services provided to businesses.
- Review of state and federal monitor reports.